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## PRESIDENT'S MESSAGE

At a recent APA convention I convened informally an available set of Past Presidents of Division 14 and the President-Elect. The intent was to get some views about the main issues that the Division will have to deal with in the immediate years ahead. They had a lot of ideas. Here is a sampler, to indicate the sorts of problems your Division is or will be concerned with.

1. An estimated fifty per cent of psychologists who are qualified by training and present activity to be Division 14 members are not now members. Compared with other divisions, I am told, this is not a bad batting average, and many of the non-members are connected with the main body of psychologists through other appropriate divisional memberships. Still, one must be concerned that a large number of colleagues are out of touch with us, and we with them. Who are they? What are they doing? What do they need that the Division can supply? (Inquiries are in progress.)

2. An increasing number of academics and professionals engaged in work we would call "industrial psychology" have their degrees and formal advanced training in settings other than departments of psychology. Some come from schools of business administration, colleges of engineering, institutes of public administration, and the like. They cannot be ignored as non-psychologists, for many are well-trained (by Division 14 members), many are distinctly psychological in their orientation, activity and special competence. Most are eligible for membership in Division 14. How shall our division modify its definition of the population it serves? How shall the divisional activities be modified to accommodate the needs and special interests of these colleagues? Can Division 14 remain healthy and influential if it does not include those competent and interested persons whose activities represent the acceptance of psychology in varied new work settings? (A task for our Membership Committee, our Education and Training Committee, and our Special Interests Activities Committee.)

3. An increasing number of Division 14 members (and prospective members) feel that the name of the Division no longer describes satisfactorily the identity and functions of the members. Only half of us are employed by business and industrial firms, although some others (e.g., those in universities) are concerned with "industrial" problems. About half of us or more have advanced degrees in fields of psychology (social, clinical, general, educational, human factors) other than the traditional core areas of industrial psychology. There is more at issue than a name: the issue is becoming one of defining that area of special professional

and scientific interest toward which the divisional organization and program should be oriented. The suggestions advanced so far seem to many premature or inadequate. (A problem for your Executive Committee and the entire membership.)

4. It is reported that a majority of cases of alleged violation coming before the APA Committee on Scientific and Professional Ethics and Conduct arise from practices relating to the promotion of professional services to organizations and the sale of psychological supplies, tests and instruments. Whether or not Division 14 members are involved in such cases, it is a matter of proper concern for the Division that the agreed ethical standards are so ill-understood and so difficult of surveillance and control. What can the Division do to protect the public in areas of its interest and to insure standards of conduct that will facilitate and not impede the development of public confidence in industrial psychology? (A task for your Professional Affairs and Public Relations Committees.)

5. Historically the impetus for developments in scientific and professional industrial psychology have come largely from the private (although generally beneficent) interests of employers seeking better ways to manage their organizations. The emphasis has been on short-range performance improvement and on individual career success. It is a mark of achievement and maturity that there is now arising a broad public concern about the hazards and potentialities of our work. This concern is reflected in governmental support for research, in Congressional debate about fair employment practices, in public planning towards the modification of the available labor force as compared with merely seeking better use of the existing labor force, and in many other ways. "Work" is getting a broader definition, beyond paid employment. Industrial psychology must become responsive in some degree to needs broader than those of employers or of individual clients; the emphasis must turn more broadly to the development and use of human resources. This change in our environment and our own capacities will require the development of new relationships between the Divisional membership and the legislative and social policy activities that increasingly pose for us new opportunities and responsibilities or new restrictions on our research and professional practice. How can the Division aid in such a period of transition and change?

6. During the current year, over 70 Division 14 members have been working actively on various Divisional committees, and 13 have served on various APA boards, councils and committees. The scale and quality of Divisional committee work is impressive, and seems to pose no problem except one of rotation and periodic infusions of new blood. The Divisional representation in general

APA affairs does merit concern, and members might well be more attentive to the APA nomination and election procedures through which our special Divisional concerns may be heard.

This sampler of issues may seem dismaying to some readers, for they are not easily resolved and there are differences of opinion about desired outcomes. Such issues, however, could not arise with any force in a Division of declining member interest or in a Division insulated from a changing environment. We take heart from the thought that problems are really opportunities.

Stanley E. Seashore

\* \* \*

"We're going to be on the moon--perhaps by July, they tell us. But it would be better if our universities taught us how to live in our great cities."

Retiring Supreme Court Justice Earl Warren,  
in a commencement address at Lincoln University.

\* \* \*

# OFFICIAL DIVISIONAL BUSINESS

## Division of Industrial Psychology

### MINUTES OF OUTGOING EXECUTIVE COMMITTEE MEETING

August 30, 1968

San Francisco, California

Present: Ash, Bass, Boulger, Bray, Dunnette, Fryer, Henry, Keenan, MacKinney, McPherson, Parrish, Porter, Rundquist, Seashore, Smith, Thompson, Triandis, Vincent, Zuckerman

Absent: Brenner, Jurgensen, Perloff, Uhlaner

#### 1. Secretary-Treasurer Report

The balance on hand in the Division 14 treasury as of August 15, 1968 was \$668.92. Unusually high expenditures in the past two years have depleted the treasury to the point where it is much lower than it has been in the past five or ten years. A transfer of \$500 from the surplus in the Workshop treasury was made to cover anticipated expenses to be incurred during the annual APA convention. That additional money should keep the treasury solvent until new dues and assessments are collected later in the year.

#### 2. Elections

Dr. Seashore, Chairman of the Elections Committee, announced the winners of the election for Division offices. (See Minutes of Division 14 Business Meeting for details.)

#### 3. Membership Committee

Dr. Thompson, Chairman of the Membership Committee, submitted a list of 11 candidates for Member status and two candidates for Associate status, which represented the additional applications processed since the June meeting of the Executive Committee. All of these were approved by the Executive Committee to be submitted to the membership for approval along with the list of applicants previously approved at the June meeting.

#### 4. Fellowship Committee

Dr. Rundquist submitted a special report prepared by the Fellowship Committee of an intensive study of fellowship requirements. This report included several suggested changes in the present APA requirements for Fellowship status. After much discussion, the Executive Committee voted to submit to the Membership Committee of APA the following recommendations with regard to requirements for Fellowship status:

- (a) APA should establish ten years post-doctoral experience as the requirement for nomination for Fellowship, waiver being permitted in exceptional cases. That greater validity of judgment of contribution will accrue, is obvious.
- (b) APA should restrict the percentage of Division Fellows to some percentage of membership (defined as Fellows plus Members), say 20% or less.
- (c) APA should promote the establishment in each Division of criteria for nomination that suit the particular problems of acquiring information about the nature of the contribution of the nominated; e.g., adapt nomination forms to obtain more specific information.

#### 5. Program Committee

Dr. Porter, the Chairman, reported that the program was running very smoothly during the meetings held to date. However, he called attention to the fact that the APA Program Committee had scheduled additional events and listed these in the program as being under Division 14 auspices, without consulting the Division 14 Program Committee. The Executive Committee voted to submit an official protest to the APA Program Committee for scheduling such events without the knowledge and approval of the Division's Program Committee.

Dr. Porter also reported that the number of papers and proposals for symposia submitted this year equaled that of past years, even though full papers rather than abstracts were required for the Proceedings. The Executive Committee therefore voted to continue Division 14 participation in the APA

sponsored publication of Proceedings. The Executive Committee voted to commend the Program Committee for the excellent job it had done.

6. Workshop Committee

Dr. Parrish reported that attendance at the workshops held on August 29 was greater than had been anticipated for a West Coast meeting. However, due to higher than anticipated expenses, a deficit of approximately \$350 was incurred. The Workshop Committee will recommend that registration fees be increased next year. The Committee was commended for the excellent program it had arranged.

7. Education and Training Committee

Dr. MacKinney, the Chairman, submitted copies for review of a proposed report of the Education and Training Committee to the Division 14 membership. This was discussed at some length. With regard to one item, which was the subject of considerable discussion, it was suggested that a survey should be made to determine the extent to which industrial psychology is being taught in non-psychology departments in universities. A question was also raised as to what stance Division 14 should take relating to proposals to establish a professional degree in psychology. It was decided to take no official action on the issue at this time.

8. Newsletter

Dr. Boulger reported that it is becoming increasingly expensive to publish the Newsletter due to ever increasing costs of printing, mailing, and related. The number of copies being printed has also increased with each issue due to the many requests for additional copies to be distributed to graduate students. It was decided that this distribution of free copies to graduate students was a good investment for Division 14 and should be continued. Dr. Boulger will investigate the possibility of soliciting advertising for future copies of the Newsletter to help defray expenses. The Executive Committee voted a special commendation of gratitude to Dr. Boulger for the outstanding publication he has produced.

9. Professional Affairs

Dr. McPherson reported that this Committee had met in Chicago recently to draft some guidelines for ethical practices

in industrial psychology. They also selected 17 cases from their files to be used as illustrations in the Ethical Practices Casebook published by APA.

10. Public Relations

Dr. Rundquist reported for Dr. Uhlaner, who could not be present, and distributed a report of Committee activities which Dr. Uhlaner had prepared. Dr. Uhlaner suggested in this report that the present draft of the booklet his Committee had prepared on the role of the industrial psychologist be distributed to Division 14 members for their review and suggestions. The Executive Committee decided not to take such action because of costs and other considerations. It was suggested that an additional draft of the booklet be prepared by one or more new members of the Committee.

11. Scientific Affairs

Dr. Triandis reported that the major activity of the Scientific Affairs Committee has been the administration of the Cattell Award program for research design. Twenty-two proposals were submitted in the competition this year, and a winner and two honorable mention awards were selected. (See Minutes of Division 14 Business Meeting for details.) Dr. Triandis also reported that his Committee recommends that certain rules be established about the re-submission of proposals and the repetition of winners. It was pointed out, for example, that since the proposals were judged anonymously, it was theoretically possible for someone to become an expert proposal writer and win the contest year after year, even though he did not actually ever conduct any research. After much discussion, the Executive Committee voted to establish the following rules regarding entries in the Cattell Award competition:

- (a) A proposal which has won an award in the Cattell Award competition cannot be resubmitted in this competition in a subsequent year.
- (b) A proposal entry which does not win an award can be re-submitted in one subsequent year's competition. Presumably such a proposal would be revised before resubmission.

- (c) An individual who has won two awards in this competition must show evidence of having carried out some research on at least one of his two winning proposals before being permitted to enter the contest for a third time.

At the recommendation of the Scientific Affairs Committee, the Executive Committee also voted to establish an annual Dissertation Award. The individual whose dissertation in the field of industrial psychology is judged as best will receive an appropriate certificate of recognition and Division 14 will pay his expenses to the annual APA convention up to a limit of \$200. The announcement of this contest will be included in the brochure which announces the 1969 Cattell Award competition. It was also suggested that the Program Committee establish an annual event at the APA meetings entitled "Recent Doctoral Dissertations," to give recognition to the individuals whose dissertations were judged as best in the annual awards contest.

12. Special Interests Activities Committee

Dr. Keenan reported that his Committee had focused most of its attention on two problems: (1) investigate ways in which the Division could encourage greater participation in its activities by foreign psychologists; and (2) determine how Division 14 could become more active in the programs of the Regional Association meetings. The Executive Committee asked the Special Interests Activities Committee to draft a formal proposal for establishing Foreign Affiliate status of Division 14 membership. It was suggested that a preliminary step might be to study provisions for membership status of this kind in other organizations.

13. Ad Hoc Scholarship Fund Committee

Dr. Forrest Fryer, reporting for this Committee, indicated that they have expanded their list of industrial foundations to be approached for scholarship monies to twenty. They have set up administrative procedures for approaching these foundations for funds and are planning to train solicitors. More information is now being sought regarding overhead costs of scholarships at universities so that the size of grants needed can be determined. The Committee is investigating the possibility that universities might be willing to match funds provided by industry by assuming overhead expenses.

14. Ad Hoc Committee on Video Tapes

Dr. Zuckerman, who is chairing this Committee, reported that

he has only carried out preliminary activities to date, such as defining the mission, investigating educational needs, and the like.

15. Salary Survey

Dr. Norm Vincent submitted a report of the salary survey he has carried out for the Division and discussed its contents briefly. The Executive Committee commended Dr. Vincent for the excellent job he had done on this service to the Division.

16. Other Business

Dr. Ash reported that two new Divisions were being proposed for approval by the APA Council. The Executive Committee voted to instruct its Representatives to vote affirmatively on the proposal to establish a Division of State Psychological Affairs, since this was consistent with the recommendations of the APA Committee on Structure and Function of Council. However, the Representatives were instructed to vote negatively on the establishment of the second Division, a Division of Psychological Hypnosis, not because of the subject on which the new Division would focus, but because of general disapproval of the proliferation of topical or sub functional Divisions in APA.

Dr. Ash reported that he had attended an informal meeting called by the President of Division 12 for representatives of all professionally oriented Divisions. Representatives of Divisions 12, 13, 14, 22, and 29 attended. A number of issues were discussed, such as qualifications for Fellowship status, the costs and other problems associated with the publication of newsletters, and so on. It was decided that no formal action should be taken on such issues, but that each of the representatives should bring up these kinds of problems in the meetings of their own executive committees.

The Executive Committee voted to submit to the membership for approval a recommendation to the APA Convention Committee that they consider the possibility of changing the convention site for the APA meetings next year, scheduled for Chicago, in view of the type of police action that was taken during the recent Democratic convention.

Respectfully submitted,

Herbert H. Meyer  
Secretary-Treasurer

## INDUSTRIAL PSYCHOLOGY, Revised Edition

By Laurence Siegel, Louisiana State University. Instead of restricting the scope of this text to personal or management problems, the author has organized the content around the three parties to industrial activity: workers, managers, and consumers. The sections on employee motivation and organizational management have been strengthened to reflect contemporary trends. Instructors Manual. (611 pages/\$9.50 text)

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By Abraham H. Maslow, Brandeis University. The salient thesis of this journal is that the work situation can be arranged to enhance simultaneously the economic health of the firm and the psychological health of the employees. Professor Maslow has originated a new term for the fields of psychology and management: Eupsychian Management, or simply, good psychological management. (293 pages/paperbound/\$4.25 text)

## MANAGERIAL ATTITUDES AND PERFORMANCE

By Lyman D. Porter, University of California, Irvine, and Edward E. Lawler, 111, Yale University. This book focuses on the relationship between managers' job attitudes and their job performance, stressing the interrelationships among such variables as reward values, expectancies, effort performance, and satisfaction. Both the theory and the empirical findings offer some leads for developing personnel practices in the area of employee motivation. (217 pages/paperbound/\$6.50 text)

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## MINUTES OF BUSINESS MEETING

August 31, 1969

San Francisco, California

### 1. Secretary-Treasurer Report

A financial statement for the Division and Cattell Fund, presenting a comparison of the current year's balance, income, and expenditures with comparable figures for the past four years, was distributed to the membership. Dr. Meyer pointed out that Division 14 expenditures had been increasing over the past few years due to accelerated Committee activities and general increases in costs for printing, mailing, and the like. Because of these increases the Executive Committee voted to recommend to the membership that an increase in the assessment for Division 14 Members and Fellows from \$4.00 to \$5.00 per year be approved. (Associates are not asked to pay the assessment.) A motion to effect such an increase was made and passed by the members present.

### 2. Election Report

Dr. Seashore reported the following results of the election of Division 14 officers.

President-Elect

William A. Owens

Division Representative to  
APA Council (1968-1971)

Robert M. Guion

Member-at-Large of the  
Executive Committee  
(1968-1971)

Paul W. Thayer

### 3. Membership Committee

Dr. Thompson distributed a list of 22 candidates for Associate status and 46 candidates for Member status, which had been approved by the Membership Committee and the Executive Committee. All of these were approved by voice vote of the membership present. They are:

#### Associate:

Bass, Malcolm E.  
Blood, Milton R.  
Byrd, Olest C.  
Ford, Albert H.  
Foster, Phillip B.  
Garrett, Norman  
Hane, Edward Z.  
Kerman, Arnold S.  
Koodin, Sandra S.  
Krawchick, Fay B.  
Morton, Harry H.

Normandin, Robert E.  
Pinfield, Lawrence T.  
Peterson, Floyd E.  
Reitmeister, Noel W.  
Slaughter, Jay M.  
Spencer, Jerome T.  
Strange, Walter G.  
Taylor, John F.  
Thurber, James A.  
Whitely, Donald P.  
Wolf, Edmund J.

#### Member

Alper, S. William  
Ammerman, Harry L.  
Behling, Orlando  
Berry, Paul C.  
Bollinger, L. J.  
Burke, Ronald J.  
Cahill, Mary  
Crawford, Paul L.  
Distefano, Jr., Michael K.  
Dyer, Elaine D.  
Emery, David  
Enneis, William H.  
Farris, George F.  
Fincke, Guy E.  
Gael, Sidney  
Gershon, Arthur  
Grossnicle, William F.  
Gurman, Ernest B.  
Heckman, Robert W.  
Hendrick, Hal W.  
Ketchum, Eugene L.  
Kopff, Richard G.  
Kneeger, Lawrence M.

Lee, Robert J.  
Leiman, John M.  
Logue, John J.  
McClelland, James N.  
Moment, David  
Moses, Joseph L.  
Pizzurro, Salvatore A.  
Reschke, Stephen E.  
Rich, Joseph M.  
Robertson, Gary J.  
Ryterband, Edward C.  
Sanders, Eric P.  
Scheidler, Charles H.  
Schmuckler, Eugene  
Schneider, Benjamin  
Shepps, R. Ronald  
Smith, John P.  
Sorenson, Richard C.  
Strong, Stanley R.  
Stouffer, George A. W.  
Taylor, L. Rogers  
Thornton, George C.  
Walker, Joseph L.

#### 4. Fellowship Committee

Dr. Rundquist reported that his Committee had spent most of the year studying requirements for Fellowship status. This study included an intensive survey of the Fellow require-

ments of a number of other professional societies. As a result of this study, Division 14 was submitting to the APA Fellowship Committee three recommendations for changes in requirements for Fellowship status. (See Minutes of Outgoing Executive Committee meeting.) Only one new Fellow candidate was approved by APA and the Division 14 membership, Dr. Albert K. Kurtz. Actually, this represented a reinstatement, since Dr. Kurtz had at one time been a Fellow of Division 14, but had allowed this status to lapse.

#### 5. Program Committee

Dr. Porter expressed appreciation of the Program Committee to Division 14 members for their fine response to the call for papers. He recalled that the decision to participate in the published Proceedings of the APA meetings, which entails the requirement that each paper submitted for consideration on the program be written out in approximately 1800 words, had seemed to result in a dearth of papers submitted last year. However, since this requirement did not seem to have an adverse effect on number of papers submitted this year, the Executive Committee approved the recommendation of the Program Committee that Division 14 continue to participate in the publication of APA Proceedings. Dr. Porter also reported that an informal survey of audience response indicated that the efforts his Committee had been making to liven the presentations in Division 14 sponsored programs seemed to have yielded positive results. The Executive Committee of Division 14 has recommended to the APA Program Committee that the theme for next year's APA convention should be "The Psychologist and Social Responsibility."

#### 6. Workshop Committee

Dr. Parrish reported that the workshops had been oversubscribed and were very successful in every way except financially. A small deficit was incurred. Therefore, it will be necessary to increase the registration fee for next year's workshops to cover ever increasing costs. Dr. Parrish also reported that, as an innovation this year, student observers were assigned to each of the workshops to take notes and prepare summaries of the discussions. This procedure seemed to work out very well.

7. Education and Training Committee

Dr. MacKinney distributed a report of activities of his Committee to the membership. This included descriptions of five major activities which were being carried out by subcommittees of the E & T Committee.

8. Newsletter

Dr. Boulger, the Editor, reported that only two Division 14 Newsletters had been published this year because of some publication difficulties that were encountered in connection with his move from Purdue to Colorado. He emphasized again that more contributions from the membership were needed for the Newsletter, such as descriptions of research in progress or summaries of programs in industrial psychology in various colleges and universities.

9. Professional Affairs

Dr. MacPherson reported that a major activity of his Committee was the development of a Supplemental Casebook for Division 14 to the APA Casebook of Ethical Practices published last year. (This APA Casebook was distributed by Division 14 to its membership.)

10. Public Relations Committee

Dr. Uhlaner indicated that his Committee had been spending the major portion of its time on the preparation of an updated version of the booklet "The Psychologist in Industry" first published about ten years ago. This job was proving to be much more difficult than anticipated, since there are so many different points of view to be represented with respect to the activities of industrial psychologists. The Executive Committee has recommended that additional work be performed on the present draft before it is published.

11. Scientific Affairs Committee

The major activity of this committee has been to administer the Cattell Awards. Since the original five-year grant from the Cattell Fund to provide for these awards had expired, Dr. Triandis, the Chairman of the Scientific Affairs Committee, reported that an application by Division 14 for a renewal

of this grant had been approved. He also reported that some new rules regarding entries in this Award program and a new Dissertation Award competition would be announced very soon.

12. Special Interests Activity Committee

Dr. Keenan reported that his Committee had been stimulating liaison with foreign colleges and universities. They have now compiled a list of over 300 foreign psychologists who are working in fields related to industrial psychology. They are also preparing a proposal for establishing a Foreign Affiliate status for Division 14 membership.

13. Ad Hoc Committees

Brief reports were given of the activities of three Ad Hoc Committees: a Scholarship Fund Committee, being co-chaired by Drs. Henry Brenner and Ed Henry; a Committee to investigate the possibility of producing video tapes of lectures by industrial psychologists, being chaired by Dr. John Zuckerman; and a Committee to consider what position Division 14 should take regarding the establishment of a Social Science Foundation, being chaired by Dr. James Naylor.

14. Other Business

Dr. Norman Vincent distributed a report of a salary survey of Division 14 members which he had carried out for the Division. The highlights of the report were reviewed briefly. He noted that the response of the membership to this survey had been somewhat disappointing, in that only about 56% had returned questionnaires. The results of this survey will be published in a forthcoming issue of the Newsletter.

Actions of the Executive Committee with regard to petitions for two new APA Divisions were reviewed by Dr. Ash. The membership approved the recommendation by the Executive Committee that Division 14 Representatives to Council be instructed to vote in favor of the proposal to establish a Division of State Association Affairs. On the other hand, the membership voted to disapprove the Executive Committee's recommendation that Representatives be instructed to vote against the formation of a Division of Psychological Hypnosis. On this issue, the membership approved a motion

to instruct the Division 14 Representatives to consider this motion with great care and vote as they individually saw fit.

Dr. Ash also presented to the membership for approval a recommendation of the Executive Committee that the APA Convention Committee should give serious consideration to changing the site of the 1969 APA Convention from Chicago to some other city. After considerable discussion, the membership voted to disapprove this recommendation. Therefore, no recommendation regarding the site for the 1969 convention will be submitted to APA by Division 14.

15. Presentation of James McKeen Cattell Awards

Dr. Ash announced the following awards under the Fifth Annual Cattell Award competition:

First Prize: Anthony J. Reilly, Arthur C. MacKinney, Edwin B. Hutchins, and Thomas B. Lyons  
"The Effects of Leadership on Group Performance: A Field Experiment."

Honorable Mention: George B. Graen  
"A Proposal for Testing Multiple Hypotheses Concerning the Operations of the Instrumentality Theory of Role Performance."

and

C. J. Bartlett and Brian S. O'Leary  
"The Effects of Cultural and Ethnic Differences on Personnel Selection and Classification."

16. Induction of New President

Dr. Philip Ash introduced to the membership Dr. Stanley E. Seashore, who officially assumed his new position as President of the Division. Dr. Seashore accepted the gavel, then introduced Dr. Ash who gave the presidential address, "The Parties to the Grievance."

Respectfully submitted,

Herbert H. Meyer  
Secretary-Treasurer

MINUTES OF INCOMING EXECUTIVE COMMITTEE MEETING

September 1, 1968

San Francisco, California

Present: Ash, Bray, Drucker, Guion, Lopez, MacKinney, Meyer, Niven, Parrish, Porter, Seashore, Speer, Thayer, Zuckerman

Absent: Boulger, Brenner, Dudek, Henry, Jurgensen, Keenan, Naylor, Owens, Smith

Dr. Seashore opened the meeting by introducing and welcoming the new members of the Executive Committee.

1. Secretary-Treasurer Report

Dr. Meyer called attention again to the fact that the balance in the treasury was unusually low, although the additional assessment approved by the membership at the Business Meeting of Division 14 should help to return the treasury to a healthier state. He urged that Committee Chairman exercise as much economy as possible without sacrificing important Committee activities.

2. Education and Training Committee

Dr. MacKinney, who is continuing as Chairman, called attention to the fact that this Committee is unusually large this year because of the decision to organize into five sub-Committees, each of which will focus on a major assignment. He also plans to add at least one new member, a full-time-in-industry man, since most of the present members are employed in universities. The new E & T Committee has already held a meeting in which activities were planned for the coming year. Among these will be the organization of a "Research Information Exchange" for the Newsletter, an investigation of the types of industrial psychology courses being taught in non-psychology departments, the planning of a symposium on Industrial Psychology of the Future, and some planned activities to make industrial internships more valuable learning experiences than many of these have been in the past.

3. Fellowship Committee

Dr. Seashore reported for the new Chairman, Dr. Ed Dudek, who could not be present. The Executive Committee suggest-

ed that the Fellowship Committee concentrate this year on the solicitation of candidates for Fellowship, since only one new Fellow was added during the past year.

4. Membership Committee

Dr. George Speer, the new Chairman, reported that his Committee is reviewing the procedures for processing applicants and that this processing task will be starting very soon.

5. Newsletter

Dr. Seashore reported that Dr. John Boulger had agreed to continue as Editor of the Newsletter. The Executive Committee again commended Dr. Boulger for the excellent publication he has been producing for the Division.

6. Professional Affairs Committee

Dr. Niven, the new Chairman, reported that this Committee is now being formed and activities for the coming year are being planned. Further work will be performed on a Casebook on Ethical Practices for Industrial Psychologists. This Committee also plans to define what its role should be with relation to similar activities being carried out by State associations.

7. Program Committee

Dr. Felix Lopez, the new Chairman, reported that this Committee is now being formed. He plans to request additional program hours at next year's APA meeting, since Division 14 had been cut about five or six hours of program time this year. It was suggested that the Program Committee publish a notice of the deadline for submitting papers for next year's APA Convention in the Fall issue of the Newsletter, since the regular APA announcement provides little lead time for interested participants. The Executive Committee also suggested that the Program Committee adopt the theme which the Outgoing Executive Committee recommended to APA for the 1969 convention, namely, "Psychologists and Social Responsibility."

8. Public Relations Committee

Dr. Art Drucker, the new Chairman, stated that a new Committee is being formed to complete the task of publishing an updated version of "The Psychologist in Industry" booklet. At least one full-time-in-industry member will be added to this Committee to give it balance.

9. Scientific Affairs Committee

Dr. Paul Thayer reported that the administration of the Cattell Award competition will continue to be a major activity of this Committee. The recommendation of the Outgoing Executive Committee that a Dissertation Award Program be introduced was approved by the Incoming Executive Committee unanimously. Suggestions were made as to how this new award program might be administered. The new committee will also consider the possibility of stimulating publication of a handbook of industrial psychology. Dr. Thayer mentioned that his Committee would appreciate suggestions from any member of Division 14 as to additional activities they might undertake.

10. Special Interests Activities Committee

Dr. Seashore reported for Dr. Keenan who could not be present. He called attention to the need for a clear definition of the purpose of this Committee.

11. Workshop Committee

Dr. Jack Parrish will continue as Chairman of this Committee. He announced that he is now forming a six-man Committee to plan the workshop program for 1969, and that he will welcome suggestions regarding program content from any member of Division 14.

12. Ad Hoc Committees

Dr. Forrest Fryer reported for the Scholarship Fund Committee and noted that their activities are going forward very well. Dr. John Zuckerman, Chairman of the committee to produce video tapes, reported that his Committee is now considering how they can best fulfill their assigned mission.

Dr. Phil Ash reported that the APA Ad Hoc Committee on Employment Testing of Minority Groups is planning to submit a report in the Fall. He suggested that the Division 14 Executive Committee might review this report, then decide whether the Division should also prepare a report of its own on this topic.

13. Next Meetings of the Executive Committee

The winter meeting of the Executive Committee will be held in Detroit on January 17 and 18, 1969, and the Spring meeting will be held in Chicago on June 6 and 7, 1969.

Respectfully submitted,

Herbert H. Meyer  
Secretary-Treasurer

**MINUTES OF WINTER EXECUTIVE COMMITTEE MEETING**

January 17-18, 1969

Detroit, Michigan

Present: Ash, Banas, Boulger, Bray, Drucker, Guion, Jurgensen, Keenan, Lopez, MacKinney, Meyer, Owens, Porter, Seashore, Smith, Speer, Thayer

Absent: Brenner, Dudek, Henry, Naylor, Niven, Parrish, Zuckerman

Secretary-Treasurer Report

The Division 14 treasury technically shows a zero balance at the end of December 1968, but this is due to the fact that dues and assessments which were collected in the fall of the year are not formally credited to the Division by the APA office until after the first of the year. Comparable figures for the preceding two years, however, showed that the Division had a positive balance of almost \$300 at the end of 1967 and a balance of almost \$1700 at the end of 1966. The low state of the treasury at this time was attributed to several large and unusual expenditures (hopefully non-recurring) which were incurred during the last two years.

Attention was called, again, to the need for economy in Division expenditures. The treasury will be helped by the additional \$1 assessment on each member approved by the membership at the 1968 business meeting.

The Cattell Fund showed a balance of \$1664.28 at the end of December 1968. Approximately \$1300 was spent over the last year from this Fund in awards and other expenses incurred in administering the award program.

The Secretary also noted that the ballots calling for nomination of candidates for Division 14 offices were mailed to the membership early in December of 1968. A January 31, 1969 deadline was set for returning these ballots to the Chairman of the Elections Committee.

Newsletter

Dr. Boulger reported on an investigation he has made of the possibility of including advertising in the Newsletter without jeopardizing the Division's tax-exempt status. He pointed out that rising costs of publication are becoming a problem, and that even now the publication of the Newsletter is by far the largest expense item in the Division 14 budget. His investigation revealed that advertising can be included in such a Newsletter as long as the income from this source does not become excessive. ("Excessive" was not defined precisely by the expert advisors on this issue, but seems to be generally interpreted as income exceeding expenditures).

Dr. Boulger also called attention to the need for a business Manager of the Newsletter, especially if we are to enter into contracts for advertising. The Executive Committee approved the appointment of Dr. G. S. Speer as Business Manager, and authorized Drs. Boulger and Speer to seek advertising for the Newsletter, not to exceed 10 pages per issue. They were asked to report back on their experiences in these efforts at the June meeting of the Executive Committee.

Membership Committee

Dr. Speer, the Chairman, reported that his committee has received relatively few applications for membership to date. The applications of only three candidates were completely processed at this time, one for Associate status and two for Member status, and these were approved by the Executive Committee.

## Education and Training Committee

Dr. MacKinney reported on considerable activity of this committee, which has been organized into several sub-committees to focus on specific problems. The following activities of sub-committees were highlighted in his report.

1. A survey is being planned to determine the extent to which the applied programs in psychology are being moved to non-psychology departments. For example, at many schools the Industrial program is moving to the School of Business Administration, the Clinical program is moving to the Medical School and the Counseling program is moving to the school of Education. Not only will the extent of this trend be determined, but also the implications for the field of Psychology. The Division of Industrial Psychology has generally emphasized the scientific-professional model of the applied psychologist. The question arises as to whether movement of Industrial Psychology programs out of Departments of Psychology means that persons so trained will become less scientific and more applied in their orientation? The E & T committee will report back to the membership on the results of this survey at a future meeting.
2. The stimulation of greater communication exchange between members employed in academia and in industry will be the purpose of a Research Information Exchange to be introduced in subsequent issues of the Newsletter.
3. Plans for a symposium on the subject "The Industrial Psychology of 1980" are being made for the 1969 APA Convention. Invitations to participate will be sent to several prominent persons both within and outside the field of Industrial Psychology.
4. The issue of accreditation of graduate school programs in industrial psychology is continuing to be studied. APA has appointed a special commission to review policies and procedures on this issue, and Dr. MacKinney was appointed as the Division 14 representative. (He subsequently was also elected Chairman of that commission.) Related to this issue, Dr. MacKinney submitted a draft of a statement which might serve as the Division's official position with regard to the establishment of professional doctorate degrees in industrial-organizational psychology. The Executive Committee was asked to review this and to be prepared to discuss, and possibly vote on approval of, the statement at the June meeting.

## Program Committee

Dr. Lopez, the chairman, reported that the APA meetings this year will be held in Washington, D. C. from Sunday, August 31 through Thursday, September 4. Division 14 meetings will be held in the Shoreham Hotel. The Industrial Division meetings will be spread over the full five days, with five hours of programming scheduled for each day, in addition to business meetings, social hours, and the like. The theme for this year's APA meeting will be "Psychology and the Problems of Society." The hours from 10 to 12 each morning will be scheduled for general APA programs on this theme. The symposia and other programs for Divisions, therefore, will be scheduled from 8:00 a.m. to 10 a.m. and 12 noon to 5:00 p.m. For the first time in history, the APA will charge a registration fee for the convention, \$10 for members and \$15 for non-members.

Dr. Lopez outlined some of the preliminary plans his committee had made for various symposia and other programs. The Executive Committee approved plans to schedule the social hour and business meeting of the Division on Monday afternoon, September 1, the meeting of the Outgoing Executive Committee on Sunday evening, August 31, and the meeting of the Incoming Executive Committee on Wednesday morning, September 3.

## Workshop Committee

Dr. Paul Banas, a member of this committee, reported for the chairman, Dr. Parrish, who could not attend the meeting. Preliminary plans for six workshops, scheduled for Saturday, August 30, were presented to the Executive Committee. Dr. Banas reported that Division 13 plans to start a workshop program of their own, but would like to gain some experience this year by co-sponsoring two workshops with Division 14. The Executive Committee voted to approve the co-sponsoring of two such workshops.

## Fellowship Committee

Dr. Dudek, the chairman, could not attend the meeting but sent a detailed report of plans for this committee's activities. Present Fellows of Division 14 will be canvassed for suggestions regarding candidates for Fellowship status. In addition, an announcement will be published in the Newsletter calling for such nominations.

Division 14 has been asked to respond to a survey being conducted by the Policy and Planning Board of APA regarding Fellowship criteria and procedures. The Division 14 Fellowship Committee submitted detailed suggestions as to how the Division should respond to this survey. After considerable discussion, the Executive Committee voted to recommend as follows:

1. Fellowship status should be continued.
2. Criteria for attaining this status should not be reduced.
3. A quota should be applied so that the percentage of Fellows to Members of a Division should not exceed approximately 20 to 25.
4. Fellowship status should be based on contribution to the field and not on professional competence.
5. The establishment of criteria and the screening and approval of candidates should be delegated entirely to the Divisions.

#### Professional Affairs Committee

The Chairman, Dr. Niven, also could not attend this meeting but sent a detailed report of his committee's activities. Four cases of members accused of unethical practices are now being investigated by the committee. In addition, the committee has been preparing a Division 14 Supplement to the APA Casebook of Ethical Practices.

A member of the APA Professional Affairs Committee reported that most of the accusations brought to their attention of alleged unethical practices on the part of Division 14 members dealt with questionable advertising and related practices pertaining to the sale of tests and consulting services. The Executive Committee asked the Professional Affairs Committee of Division 14 to prepare a statement for publication in the Newsletter calling attention to the need for each Division member to be completely familiar with the APA ethical practices code, especially as it pertains to the sale of psychological materials and services.

#### Public Relations Committee

Dr. Drucker reported that his committee has temporarily suspended work on the detailed brochure being prepared to describe the work

of industrial psychologists, since they had had so little success with previous drafts in getting agreement with respect to content. Instead, the PR Committee has prepared drafts of several brief folders, each of which focuses on some specific sub-field of industrial or organizational psychology. The Executive Committee members were asked to submit their suggestions for revisions of these so that more polished drafts might be prepared before the June meeting of the Committee. The short pamphlets would not be intended to supplant the more detailed brochure, but would hopefully serve a useful purpose as supplements. The Executive Committee expressed approval of this publication plan and commended the PR Committee for its excellent work in the preparation of not only these pamphlets but also the several drafts of the more detailed brochure as well.

#### Scientific Affairs Committee

Dr. Thayer reported that the major activities of his committee have been to administer the Cattell and Dissertation Awards programs. The brochure describing these programs has been delayed in reaching the membership because of difficulties encountered in printing and mailing. The Committee has also drawn up plans to sponsor a scientific handbook of Industrial Psychology to be published under the auspices of Division 14. The important first step in these plans is to select an editor who would solicit contributions for chapters in this handbook. The Executive Committee approved the recommendation of the Scientific Affairs Committee that Dr. Robert Guion be asked to assume this editor responsibility. (Dr. Guion has accepted this charge.)

#### Special Interests Activities Committee

Dr. Keenan indicated that this committee has been re-examining its charter or mission. Executive Committee members were asked to submit suggestions regarding activities that this committee might undertake and for special interests groups which seem to need attention. A number of such suggestions were made. In addition, it was voted that the Special Interests Activities Committee should prepare a formal charter or functional guide and a list of several types of special interests for which activities might be planned for consideration of the Executive Committee at the June meeting, at which time a decision will be made as to the future role of this Special Interests Activities Committee.

## Ad Hoc Scholarship Fund Committee

Dr. Owens reported for the co-chairmen, Drs. Brenner and Henry who were unable to make the meeting because of flight cancellations. The committee has decided on the basis of their preliminary work that it will be possible to raise money for scholarships for graduate students in Industrial Psychology.

Forrest Fryer later submitted the following information:

Although unable to attend due to weather conditions, the following represents progress made by the Ad Hoc Committee on Graduate Student Fellowships. Membership on the Ad Hoc Committee on Graduate Student Fellowships for the year is fourteen individuals with the only new member being Bob

Although unable to attend due to weather conditions, the following represents progress made by the Ad Hoc Committee on Graduate Student Fellowships. Membership on the Ad Hoc Committee on Graduate Student Fellowships for the year is fourteen individuals with the only new member being Bob Perloff who replaces Bill McGehee who resigned due to APA Treasurer responsibilities.

After the San Francisco Convention, a meeting was held with Charles Gersoni, Acting Executive Officer of APA, to explore several approaches for administering the Scholarship Fund. The four present possibilities include independent Division 14 administration, Division 14 administration with APA handling the bookkeeping and detail work for an overhead charge, incorporation of the Fund into the Scientific Awards Committee, or incorporation into the American Psychological Foundation.

Additional meetings are now being arranged to explore in more detail the four possibilities. Also, a brief survey is being put together to determine the responsiveness of departments of psychology, and efforts are being targeted to dry-run the canvassing approach early in 1969.

It was the consensus of the Executive Committee that it would be desirable for the Division to retain as much control of the funds as possible and to administer the program at minimum cost, but that the Division should not attempt to assume an administrative burden which would be beyond its capabilities. The Scholarship Fund

Committee was asked to acquire more detailed information about how such funds might be administered and the kinds of obligations or restrictions that would be entailed under various alternative procedures, then to report back at the June meeting.

## Other Business

The Executive Committee was asked to consider a proposal from the American Board of Examiners in Professional Psychology that a special form of examination might be used for those psychologists who would appear to be highly qualified by reputation, but who have been reluctant to take the full examination in its present form. It was the consensus of the Executive Committee that such special treatment should not be granted to some applicants. The Committee therefore, declined ABEPP's invitation to submit a list of candidates for such a modified examination procedure. The members did feel, however, that ABEPP should consider the possibility of modifying the present examination procedure to improve its reliability and face validity.

The next meeting of the Executive Committee was scheduled for June 6-7, 1969 in Chicago.

Respectfully submitted,

Herbert H. Meyer

Secretary-Treasurer

## MINUTES OF SUMMER EXECUTIVE COMMITTEE MEETING

June 6-7, 1969

Chicago, Illinois

Present: Ash, Banas, Boulger, Bray, Drucker, Dudek, Fryer, Henry, Jurgensen, Lopez, MacKinney, Meyer, Owens, Porter, Seashore, Smith, Speer, Thayer, Vernon

Absent: Brenner, Guion, Keenan, Niven, Parrish, Zuckerman

### Secretary-Treasurer Report

The present balance of \$2,643.79 represents a much improved position of the Division 14 treasury over the balance of a year ago when Division 14 funds reached a dangerously low level. The improved financial position is attributed to an increase in the assessment on Members and Fellows of one dollar which took effect this year, and the fact that one issue of the Newsletter was omitted. (The costs of publishing the Newsletter have been rising sharply the last few years).

The balance on hand in the Cattell Fund as of May 31, 1968 is \$1,267.28.

### Elections Report

Nominees who confirmed their willingness to run for offices, and whose names will appear on the ballot mailed to the membership in June, are as follows:

#### President-elect:

Douglas W. Bray  
Edwin A. Fleishman  
Robert M. Guion  
Herbert H. Meyer

#### Secretary-Treasurer and Division Representative to the APA Council:

Donald L. Grant  
Robert Perloff  
Paul W. Thayer

#### Members-at-large of the Executive Committee

Marvin D. Dunnette  
Edward E. Lawler  
James C. Naylor

Dr. Owens, the Chairman, called attention to the fact that relatively few members of the Division return the nomination ballot, and, as a result, it sometimes requires a disturbingly small number of nominations for an individual to be placed on the ballot. Some Executive Committee members felt that this problem was due to the fact that many Division 14 members did not know enough about the contributions of other members to make nominations. Therefore, it was voted that a list of committee chairmen, along with the names of committee members, should be included in the mailing of the nomination ballot in the future. This practice would not only help in making nominations by suggesting names of individuals who had been active in the Division, but it would also serve to give recognition to those active members.

### Education and Training Committee

The Chairman, Dr. MacKinney, reported that this Committee met during the Midwestern Psychological Association meetings in Chicago. He also submitted a detailed report of the Committee's recent activities and deliberations. This report included the following items:

- 1) The APA Ad Hoc Commission on Accreditation (which Dr. MacKinney also Chairs) has been very active and has come up with some preliminary recommendations which would have important implications for Division 14. If the recommendations were accepted, for example, Division 14 would be required to define for the Commission what is considered to be an acceptable graduate program in Industrial Psychology. This issue was discussed at some length by the Executive Committee. One of the critical issues raised was the possible impact of accreditation on programs in Industrial or Organizational Psychology that are taught outside departments of psychology. Each member of the Executive Committee was asked to give this accreditation issue some thought before the next meeting, since Division 14 might be required to formulate an official position on this matter later in the year.
- 2) The trend toward teaching Industrial Psychology in departments outside of the Psychology Department in universities is being studied by the E. & T. Committee. Surveys are being made of present programs and trends within psychology departments and outside of psychology departments. Students in both types of programs will also be surveyed as to why they chose their respective programs, either within or outside

a psychology department. Detailed reports of these surveys will be given to the membership in the program at the APA Meetings in September. This topic, incidentally, stimulated considerable discussion in the Executive Committee as to just what constitutes a graduate school program in Industrial Psychology. Committee members were asked to re-read the Guidelines prepared in 1965 on this topic in preparation for further discussion of the issue at the next meeting of the Executive Committee.

3) A list of common research mistakes that have appeared in publications by industrial psychologists has been generated by a subcommittee of E & T. This list will be amplified with illustrations and then offered to members, educators and students for whatever use it might be in helping researchers to avoid similar pitfalls in future studies.

4) A proposed position statement on the scientist-professional model of graduate education in psychology is being prepared for consideration of the Division 14 Executive Committee. A draft will be circulated to the Executive Committee members in the near future for their review and suggestions.

5) Preliminary plans are being made for a possible conference on graduate education in Industrial Psychology. Practitioners as well as educators would be invited to such a conference.

Dr. MacKinney also expressed the opinion that Division 14 should be represented on the APA Education and Training Committee. There was general agreement on this point, and the President volunteered to investigate the possibility of implementing the suggestion.

#### Fellowship Committee

Dr. Dudek reported that although a letter was sent to all present Fellows of the Division requesting them to submit nominations for Fellow status, only seven nominations were received. Furthermore, completed papers were received for only three candidates. The Executive Committee considered the qualifications of the three nominees and voted approval of only one of these.

The problem of diminishing numbers of Fellows being approved each year was discussed at some length. It was suggested that the records of past nominees should be reviewed with the thought

of re-submitting names of some of the former rejectees to the APA Fellowship Committee.

#### Membership Committee

Acting on the recommendations of the Membership Committee, the Executive Committee voted to approve thirty candidates for Member status and eleven candidates for Associate status. The names of these individuals will be submitted for approval to the Division membership at the Annual Meeting in September.

#### Newsletter

Dr. Boulger, the Editor, reported that he has had very little response to his requests for materials for the Newsletter, and therefore, the issue usually published in the Fall has been postponed until Spring. He reported plans to publish immediately an issue now ready, then to publish another brief issue in July which would include the Division 14 Program for the APA Meetings. The Executive Committee decided that it would be more economical to delay publication of the present issue long enough to include the program, and thereby to eliminate the brief issue scheduled for late July. This action should not delay the issue now in press very much, since the program has been completed and is ready for publication.

A proposal from another Division to publish a journal relating to professional affairs and other issues of interest to all of the "Applied" Divisions was discussed at some length. The Committee voted not to participate in this venture, and Dr. Boulger was asked to communicate this decision to the proposer.

#### Program Committee

Dr. Lopez, the Chairman, presented the completed Division 14 Program for the APA Convention in Washington. He reported an excellent response to the call for papers and symposia. A total of 36 papers were submitted, but only 16 could be accepted. As a result, many good papers had to be turned down. Ten proposals for symposia were submitted, but only two of these were accepted as submitted. Others were re-constituted by the Program Committee so that a total of eight were formed for inclusion in the Program. In addition, the Program includes two invited addresses, three one-hour research reports, a conversation hour with the Annual Review author, and the usual business meetings and social hour.

### Public Relations Committee

Dr. Drucker presented drafts of two "flyers" describing the work of industrial psychologists which his Committee had prepared. One of these is intended for a management audience and the other for graduate students. The Executive Committee approved the printing of 50,000 copies of each of these items and voted to commend the Public Relations Committee for its excellent work on the project. It was also decided that these brochures should be made available at no charge except for the cost of the postage.

### Scientific Affairs Committee

Dr. Thayer reported that although his Committee had not met physically the members had been very active. The majority of their work has focused on two award programs. With regard to the proposed Dissertation Award, the Committee decided not to preset an award this year in that competition, since the announcement had inadvertently been timed poorly and had been somewhat ambiguous. As a result, very few entries were received. It was decided that this program should be given more effective and timely publicity next year.

Seven entries were received in the Cattell Award research design competition and the Committee felt that all of these were of very high quality. Since one of the entries was judged to be of very superior quality and the other six of approximately equal quality, the Committee decided to make an award only for the winner and to make no Honorable Mention awards.

### Special Interests Activities Committee

Dr. Seashore reported for the Chairman, Dr. Keenan, who could not be present. Dr. Keenan had sent a report of his Committee's activities. Their work continued to focus on the interests of international members. The Committee is also working on a proposed charter or functional guide and a list of several types of special interests for which activities might be planned, as was requested by the Executive Committee at the January 1969 Meeting.

### Workshop Committee

Dr. Paul Banas reported for Dr. Parrish, the Chairman, who could not attend. The program for the Workshops to be held on Saturday August 30, 1969 has now been finalized. Two of the six Workshops

on the program will be co-sponsored with Division 13. The Executive Committee voted to commend the Workshop Committee for the excellent program it had arranged. It also decided that its own members, who had been admitted free to Workshops in past years, should be charged for the lunch and cocktail hour if they attended these functions.

### Professional Affairs Committee

Dr. LeRoy Vernon reported for Dr. Niven, who could not attend, that committee members felt a need for more operational definitions of undesirable behaviors on the part of Industrial Psychologists, so that it would be easier to judge and take action on those cases where charges of unethical practices were lodged. The question was also raised as to whether it might be more desirable to have APA alone judge and take action on accusations of unethical practices. Dr. Henry, who is Chairman of the APA Professional Affairs Committee, pointed out that about 50% of the unethical charges brought before the APA Committee have involved Industrial Psychologists, and most of these pertained to advertising practices. Unethical advertising has been found to be difficult to control since the psychologists usually disclaim responsibility and place the blame on publishers. Dr. Henry felt that Division 14 should take the initiative to work with the APA Committee in formulating a more effective plan for dealing with this problem. The Division 14 Professional Affairs Committee was asked to consider this proposal and prepare a formal recommendation.

### Ad Hoc Scholarship Fund Committee

Dr. Forrest Fryer reported that Committee members had visited the offices of six major foundations and concluded that it will be easier to raise money for internships than for scholarships. They also concluded that it would probably be best to have this fund administered by the American Psychological Foundation, since that organization meets necessary legal requirements and has a favorable reputation with potential donors. The Ad Hoc Committee was asked to explore such a possible arrangement with the American Psychological Foundation.

### Ad Hoc Committee on Dissemination of Information

Dr. Zuckerman, the Chairman, could not attend but mailed in a report of his Committee's investigation of the advisability of producing visual aids and other materials which would serve to pro-

vide widespread dissemination of information about the activities of industrial psychologists. As a result of this investigation, the Ad Hoc Committee concluded that Division 14 should not engage in this activity. Therefore, the Executive Committee voted to discharge the Ad Hoc Committee with thanks and to assign any residual functions of this Committee to the standing Public Relations Committee.

#### Other Business

Dr. Norman Vincent reported in absentia that the response to the salary survey he is again conducting for the Division this year was almost identical to the response last year. Only 54% of the members returned the questionnaire. The results of the survey will be reported at the annual Business Meeting of the Division in September.

Dr. Bray reported that the APA Task Force on the Practice of Psychology in Industry, which he has been chairing, has been asked to continue its work for another year in order to prepare a report of their findings. Dr. Bray also reported that a second APA Task Force of which he is a member, dealing with job testing of the disadvantaged, will publish a statement of its conclusions and recommendations in the July issue of the American Psychologist.

Dr. Smith reported for Dr. Guion, who could not be present, that he had attended meetings of the newly formed Inter-Association Council on ~~test reviewing~~. The Executive Committee voted to approve Dr. Guion's recommendation that the Division continue to maintain liaison with the Council and to contribute \$25 to help to cover expenses.

Dr. Ed. Henry reported on some major changes being made in administrative procedures of the American Board of Examiners in Professional Psychology. The application procedure for Diplomate status has been greatly simplified. The written examination has been abolished and oral examinations will be tailor-made by carefully selected examining committees which will be constituted for each applicant. They will have latitude to devise whatever type of examination they feel would be appropriate for the respective candidate, and in some cases they might even decide that no examination at all is necessary. Furthermore, the diploma in "Industrial" will now be called "Industrial and Organizational Psychology," with specialty areas also designated, such as "Personnel", "Personnel Research", "Human Factors", "Marketing", and the like.

A proposal from the new Division 31, the Division of State Psychological Association Affairs, to establish some formal means of providing liaison between this new Division and present Divisions was considered. Dr. Owens, the Division 14 President-Elect, was asked to acquire more detailed information about the plans and objectives of Division 31 and to report back to the next meeting of the Executive Committee in September.

Several members of the Executive Committee recommended that a more appropriate title for Division 14 would be "Industrial and Organizational Psychology." It was moved that this issue should be brought before the Membership for discussion at the Business Meeting in September by the President with the thought of possibly initiating a By-Law change next year to adopt the new title.

Respectfully submitted,

Herbert H. Meyer  
Secretary-Treasurer

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I wouldn't have known this if I hadn't read Bennett Cerf's Try and Stop Me column: "Bob Perloff wants you to know how pitted prunes came into being. It seems the prune family became concerned over the fact that people were passing them by because they resented having to remove and dispose of the pits, so they decided they henceforth be pitted---figuring that 'tis better to be pitted than scorned."

## ANNOUNCEMENTS OF INTEREST

### THE 17TH ANNUAL WORKSHOP IN INDUSTRIAL PSYCHOLOGY

The Seventeenth Annual Division 14 Workshop will be held Saturday, August 30, 1969 at the Washington Hilton Hotel. Six sections will be held, of which two (Sections I and VI) will be co-sponsored by the Division of Consulting Psychology (Division 13).

Jack Parrish is the Chairman of the Division 14 Workshop Committee and Edward Glaser is the Division 13 Workshop Coordinator.

Following is a brief description of the various sections.

#### SECTION I

##### ORGANIZATIONAL CLIMATE: DEVELOPMENT, INFLUENCE AND MEASUREMENT

Joseph H. McPherson, The Dow Chemical Company and Stanford Research Institute, and Herbert H. Meyer, General Electric Company.

In recent years much research and development activity has focused on the effects of environment or "climate" in an organization on the motivation and performance of members. This workshop will provide an opportunity for discussion in depth of theories about the effects of climate on individual behavior and organizational performance. Various approaches and tools which have been developed to measure dimensions of climate will be presented and critiqued. The results of research studies dealing with the effects of climate on performance will be examined.

Such variables as the operating practices or "style" of managers; the nature of organizational objectives; the physical characteristics of organizations; policies, procedures and standardized practices; and economic variables in business and industrial organizations will be included in the discussion.

Finally, needed additional research and development on organizational climate will be considered.

## SECTION II

### APPROACHES TO COMPLIANCE WITH GOVERNMENTAL REGULATIONS ON FAIR EMPLOYMENT

Raymond A. Katzell, New York University.

This workshop will be concerned with the implications of regulations stemming from the Civil Rights Act of 1964 for personnel psychologists. The Act of 1964 outlawed discrimination in employment of minority groups, including females.

In 1966 the Equal Employment Opportunities Commission issued guidelines for the selection, transfer and promotion of personnel and in 1968 regulations were issued by the Office of Federal Contract Compliance, U. S. Department of Labor, which affect the use of tests and other measures.

The workshop will focus on:

1. clarification of regulations
2. kinds of data that employers will be expected to produce in compliance reviews
3. roles and practices of various federal agencies involved

Technical problems and challenges to be considered include:

- a. implications for test selection and development
- b. role of various validation strategies
- c. detection of differential validity
- d. detection of potential unfairness of selection techniques
- e. possible courses of action when tests or other assessment data are differentially valid or unfair
- f. relations of training to fair employment considerations
- g. psychological approaches to affirmative action in eliminating injustices in employment

Case illustrations will be discussed as well as problems posed by participants. Resource people will include governmental and legal representatives.

### SECTION III

#### INDUSTRY TRAINING PROGRAMS FOR HARD-CORE UNEMPLOYED

Hjalmar Rosen, Wayne State University, Lowell Hellervik, Personnel Decisions, Inc., and Richard Collins, Ford Motor Company.

The purpose of this workshop is to alert the participants to problems inherent in employment of hard-core unemployed minority group people.

Various strategies related to recruitment, pre-employment training, orientation, on-the-job training, counseling, and assessment will be discussed in terms of recent research evidence collected in industrial situations including communications, utilities, and automotive manufacturing.

Pitfalls in implementing such programs will be noted. Emphasis will be on what has been tried, what results have been obtained, and recommendations for future action. There will be stress on the process of acculturation of the hard-core unemployed to the world of work, and also on the process of acculturation of the organization to the employment of such individuals, and the unique problems encountered.

Presentation will include video tape scenes of counselors interacting with employees and supervisors.

#### SECTION IV

#### MANAGERIAL SELECTION AND EVALUATION

Jon Bentz, Sears, Roebuck and Co.

The workshop will be concerned with the management selection and assessment experiences of Sears, Roebuck and Company.

The selection and assessment programs have been research based, consequently the workshop will focus equally upon (1) research techniques, findings and implications, and (2) operation of managerial selection and assessment programs.

For over two decades this organization has had a traditionally oriented executive testing program. A body of research findings

and operating experience has accumulated and these will be reviewed. Rather recently a model of the "future executive" has been under development, and from this effort a number of innovative programs have evolved which supplement existing selection programs.

The company is pioneering in using a multiple assessment center approach to the selection of college-graduate managerial trainees. Another associated program is aimed at developing and evaluating the training performance of newer executive trainees, and other multiple assessment procedures. These initial selection, early training and evaluation, and later assessment techniques form the data-base for an in-process longitudinal study of management. Research data from this combination of approaches will form the basis for discussion. The workshop will include a "laboratory period" during which time participants will run through training procedures for assessment observer-participants.

### SECTION V

#### ATTITUDE MEASUREMENT AS RELATED TO JOB SATISFACTION AND MOTIVATION

David Sirota and Alan D. Wolfson, IBM Corporation.

Large numbers of companies are now involved in attitude assessment programs. This workshop will explore the purposes and techniques of such attitude assessment and the results of some representative studies.

Among the issues to be discussed are: (1) reliability and validity of attitude assessment instruments; (2) interview versus questionnaire methods; (3) applications of the computer in processing data; (4) methods for feedback of data to survey participants; (5) obtaining utilization of results; (6) the relationship of measured satisfaction to criteria of organizational effectiveness; (7) occupational and national differences in attitude results.

## SECTION VI

### STRATEGIES OF CONSULTATION TO FACILITATE INSTITUTIONAL AND COMMUNITY CHANGE

Leonard J. Duhl, M. D., University of California, Floyd C. Mann, University of Michigan and Warrington S. Parker, Jr., Michigan Catholic Conference.

This workshop will describe and conceptualize processes which have been developed to assist the building of social fabrics in urban communities with major racial and ethnic group differences.

Cases will be used to illustrate methods of identifying pressing community problems, working them through and development and implementation of solutions. Such issues will include: open housing, jobs for hard-core unemployed, model cities programs, OEO poverty programs, police-community relations and education.

A unique method of combining white and black change agents into a team working as a "third-party" with racial and ethnic power groups in a city of about 100,000 will be described, along with its implications for organizational development theory. This process will be compared with other community organizational development processes.

The participants will have an opportunity to develop new insights and working hypotheses for future testing.

\* \* \*

"We are producing the most educated, articulate and brilliant sidewalk superintendents the world has ever seen. We have a limitless supply of people with the intelligence and expertise to analyze society's problems, but very very few with the motivation and stamina to leap in and help solve them."

John Gardner--No Easy Victories

## DISTINGUISHED PROFESSIONAL ACHIEVEMENT

Alfred J. Marrow, President of the American Board of Professional Psychology (ABPP), has announced that the Board of Trustees has designated the Honorable John W. Gardner, former Secretary of Health, Education and Welfare, as the 1969 Laureate of ABPP for distinguished professional achievement. The award will be presented to Dr. Gardner in Washington concurrently with the convention of APA. The date of the citation is Sunday, August 31 at 4:00 p.m.

A symposium on the subject "Professional Psychology and the Social Crisis" will follow. The panel members will be Dr. John Gardner, Dr. Timothy Costello, Deputy Mayor, New York City, and Dr. Kenneth E. Clark, University of Rochester.

(Editor's note: The announcement of this presentation came too late to be included in the program printed in this issue.)

### ABPP INDUSTRIAL SPECIALTY RENAMED

By a vote of the American Board of Professional Psychology Inc., the specialty "Industrial Psychology" has been renamed "Industrial and Organizational Psychology" in order to include, the Board stated, "the many new diffuse functions which psychologists serve; functions denoted, for example, by consumer, engineering, military, organizational development and other such special psychological concerns."

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The Executive Committee is preparing two flyers on industrial psychological services, one addressed to users of industrial psychological services, one to prospective graduate students. Single or multiple copies will be available at the Division 14 Business Meeting on Monday, September 1, or may be obtained from the APA office, 1200 Seventeenth Street N.W., Washington, D. C., 20006. A nominal charge may be made to cover postage.

Because of the change of location, delegates should anticipate a delay in room assignment at the hotels. This delay may occur because there will be three capacity conventions checking out of the Shoreham, Sheraton Park, and Washington Hilton on Saturday, August 30.

The Convention Committee regrets any inconveniences that these delays may cause but this is a situation over which it has no control.

### ETHICS

A workshop for members of state association and local professional groups ethics committees is to be held at the APA Convention, Thursday, September 4, 9:00 a.m. to 2:00 p.m. Write to Stuart Golann, American Psychological Association, 1200 17th Street, N. W., Washington, D. C. 20036 for further information.

### OTHER ANNOUNCEMENTS

Drs. Evelyn and Bob Perloff have left Purdue and are now located in Pittsburgh. Evelyn is principal Scientist at the American Institutes for Research, and Bob is Professor of Business Administration and of Psychology; and Director of the Management Research Center of the Graduate School of Business of the University of Pittsburgh.

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Warren Blumenfeld, formerly of the Marketing Research Department of Coca-Cola USA, has accepted an appointment in the Department of Management of the School of Business Administration of Georgia State College in Atlanta.

\* \* \*

Personnel Decisions, Inc., Minneapolis Minnesota has announced that Elmer R. John has joined the company as Vice President, Management Development and Organization Planning. He also has been elected to the Board of Directors. Elmer formerly was with General Mills.

\* \* \*

There are now three Bell System Assistant Vice Presidents who are psychologists. They are:

Douglas W. Bray, Assistant Vice President, New York Telephone Company  
W. Weston Clarke, Jr., Assistant Vice President, Bell Telephone Company of Pennsylvania  
John J. Hopkins, Assistant Vice President, South Central Bell Telephone Company

\* \* \*

Carl Kujawski, formerly in Philadelphia with Atlantic Refining, is now located in New York at corporate headquarters of Atlantic-Richfield Company.

\* \* \*

Frank M. Sterner has joined Robert Nourse to form Nourse, Sterner and Associates. The firm, headquartered in Milwaukee, offers executive and organizational development services to the presidents of industrial organizations.

\* \* \*

Manplan Consultants, a Chicago management consulting firm, announces the affiliation of Philip Ash as Consultant, Industrial Psychology.

\* \* \*

Stan Nealey is joining the Department of Psychology at Colorado State University.

\* \* \*

Paul W. Thayer, Vice-President, Research of Life Insurance Agency Management Association (LIAMA) announced that four research specialists at LIAMA have been advanced to new responsibilities. Donald A. Peterson was named Director--Special Research; Robert C. Nuckols, Director--Consumer Research; Eugene C. Mayfield, Director--Manpower Research; and Robert E. Carlson, Director--Developmental Research.

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Because the APA Convention was moved from Chicago to Washington, D.C., delegates planning to attend the Seventy-Seventh Annual Convention in Washington are urged to complete the Advance Registration Form that can be found in all issues of the American Psychologist from March through July. Because there may be only one registration area open on August 30, the day before the Convention, there may be greater congestion than usual at the registration areas on Sunday, August 31. Preregistering will save you considerable time at the registration areas Sunday morning, August 31.

## NEWS FROM OTHER NEWSLETTERS

The Section of Industrial Psychologists of the Illinois Psychological Association sponsored a panel discussion entitled, "Industrial Psychologists: Their Social and Political Responsibilities" at the fall meeting of IPA. Norm Vincent was moderator. The four panel members were George S. Speer, Jack Sawyer, Frank J. Smith and Eugene T. Gendlin. As might be predicted, a good deal of the discussion dealt with the Democratic convention and the cancellation of the APA meeting in Chicago. The headline in the newsletter, in fact, was "Section Debates APA's Decision to Cancel Chicago Convention."

\* \* \*

The Illinois Psychologist recently carried an ad for a psychologist for the Chicago Police Department to carry out psychological evaluations of applicants "through the administration and interpretation of standard and non-standard tests. Will also carry out original test research and develop new psychological test instruments to meet the specialized needs of the Department." (Division 14's program at the APA convention in Washington includes a symposium entitled "Selection, Assessment and Performance of Chicago Police.") The Arizona newsletter points out that Dr. Thweatt, of the University of Arizona Student Counseling Bureau and the Psychology Department is serving as a consultant to the Tucson Police Department in a project to improve the selection procedures which are used in evaluating applicants for patrol positions. "Previous procedures were upset when the use of the polygraph was declared illegal by court action. A new approach using vocational testing is being developed in lieu of the old character evaluation method."

\* \* \*

Elinor J. Barnes, a Diplomat in Industrial, is a leader in planning and developing programs in Gerontology in Arizona, according to the newsletter of that state. Dr. Barnes is the Chairman of the University's Graduate Committee on Gerontology and a member of both the Tucson Council on Aging and the Governor's Advisory Council on that topic. She has received a grant under Title V of the Older Americans Act for Training of administrators of retirement housing and has served on a number of other boards and committees. Dr. Barnes had been assistant director of the Marketing and Social Research Division of the Psychological Corporation from 1943 to 1961.

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## RESEARCH NOTES

### A STUDY OF JOB CHARACTERISTICS AND JOB DIMENSIONS<sup>1</sup>

A Report of the 1964 Cattell Award Winning Proposal  
Ernest J. McCormick

This is a brief digest of a research program relating to the analysis of human work as characterized primarily in terms of "worker-oriented" job elements, and the derivation of job dimensions based on such elements. The research program has been carried out under contractual relationships with the Office of Naval Research (contract Nonr-1100 (28) ) from 1966 to 1969. A major facet of this research project has been concerned with the identification of such job elements and their organization into job dimensions. In this connection, it was hypothesized that there is some underlying "structure" of human work across the spectrum of jobs; the research program was directed in part toward the further clarification of such structure. In addition, however, certain phases of the program were directed toward the experimental application of job data based on job elements and job dimensions to certain practical personnel problems.

The basic job analysis instrument used in connection with this project was the Position Analysis Questionnaire (PAQ) that consisted of 189 job elements of an essentially "worker-oriented" nature. These elements dealt with activities of a behavioral nature (or those that had strong implications in terms of human behavior), and other elements that characterized the work context and environment of jobs. Two major data sources were developed and structured in terms of the job elements comprising the PAQ. One set of data consisted of a sample of 536 jobs analyzed with the PAQ through the cooperation of several industrial and other organizations. The second set of data consisted of the ratings of the rele-

<sup>1</sup> This is a report of the first James McKeen Cattell Award Winner. The award has been given annually since 1964 "for the best research design in which basic scientific methods are applied to problems in business and industry."

The award is given for a research design rather than a completed project because the Division wishes to encourage psychologists to make creative and rigorous approaches to industrial problems uninhibited by considerations of availability of resources for their implementation.

Harry C. Triandis, past Chairman of the Scientific Affairs Committee of Division 14 which administers the award, has stated "...it appears that the Cattell Award has been extremely effective in stimulating good scientific thinking and research in industry. It has increased the support of industrial psychological investigations by granting agencies, it has assisted in obtaining the cooperation of psychologists, it has helped in the adoption of good research proposals by several psychologists, and it has made industrial psychological research more accepted by managers."

In future issues of TIP, reports of research of other winners will be featured.

vance of 67 different attributes to each of the job elements of the PAQ; the results of these ratings were converted into the form of median attribute ratings (for all 67 attributes) as related to the elements of the PAQ. It might be added that the pooled reliability coefficients of these ratings (based on 8 or more raters) generally were in the upper .80's and .90's.

In the derivation of job dimensions, three different multivariate techniques were used (namely, principal components analysis, cluster analysis, and hierarchical grouping). A series of principal components analyses of the PAQ job elements, using the job analyses as the data base, produced a total of 32 job dimensions. All three multivariate procedures were employed in deriving job dimensions that were based on the attribute profiles of the PAQ job elements, and three somewhat different sets of dimensions were derived. (In certain of the analyses the profiles were based on all 67 attributes, whereas in others a select assortment of 17 attributes was used, these generally being attributes of an "aptitudinal" nature.) The principal components analysis of the job element attribute profiles yielded 21 job dimensions; the cluster analysis produced 6 dimensions (based on the profiles of 17 attributes); and the hierarchical grouping procedure resulted in 23 dimensions (based on the profiles containing all 67 attributes), and 19 dimensions (based on the profiles of the 17 job elements).

Even though two different major sources of data and three different methodologies were used in developing the various sets of job dimensions, there were noticeable similarities among the dimensions, indicating that there appears to be a common "core" of behavioral activities and requirements underlying the domain of human work. Thus, it was concluded that there is a certain structure to the world of work, and that this structure can be identified through the analysis of behavioral or "worker-oriented" job elements. Further, it was reasoned that the application of data based on job elements and job dimensions may have important implications for certain applied personnel functions. In this connection, the experimental application of such data was carried out in the context of two such possible applications, namely job evaluation, and the development of synthetically-derived job attribute requirements. In the job evaluation study, wage or salary data were available for 340 jobs from 45 organizations. These data were converted to a common wage or salary index. Data from the PAQ for these 340 jobs were used as possible "predictors" of wage or salary rates. The PAQ data were tried out in three different ways, as follows: job dimension scored based on the "overall" job dimensions; job dimension scores based on the principal components of the "divisions" of the PAQ; and a selected assortment of indi-

vidual job elements. The sample of 340 jobs was divided into two groups, and a regression analysis was carried out for each of the three sets of PAQ data, this being done for each of the two samples of jobs. Using a cross-validation procedure, the regression equation derived on one sample was applied to the other sample, and vice versa. In the case of all three sets of data, the multiple correlations ranged from .83 to .90, these being considered to be reasonably respectable.

In connection with the development of synthetically-derived job attribute requirements, a couple of schemes were tried out, but the procedures will not be described here. A modest "test" of the validity of these methods of deriving job requirements was carried out by utilizing test data based primarily on the General Aptitude Test Battery (GATB) of the U.S. Employment Service. The synthetically-derived job attribute requirements were correlated for a sample of 179 positions with the mean test scores of people on these jobs as reported by the U.S. Employment Service, this being done in most cases in relationship to data based on 9 GATB tests. In general, this probing test of the "system" is reasonably encouraging, in the case of at least certain of the attributes, especially those of a cognitive nature. The general results lend encouragement to the prospect of being able to develop procedures for establishing job attribute profiles in a synthetic manner on the basis of job analysis data and rated attribute requirements of relevant job elements. In turn, it seems reasonable to believe that a bridge can be built to convert such job attribute indexes to test-score standards for individual jobs. If subsequent research substantiates this inkling, it would seem reasonable to be able to establish test standards for jobs for which it is now not possible to do so (because, for example, of limited numbers of individuals on such jobs). Especially in the light of present government policies relating to the need to establish evidence of the validity of tests, such a prospect seems encouraging.

At this juncture the scheme is still tentative. We have identified, by statistical procedures, certain sets of reasonably stable job dimensions. We can, by various means, derive quantitative statements of the job attribute requirements of individual jobs based on a combination of job analysis information, and of rated job attribute requirements of job elements. We have some evidence that these synthetically-derived job attribute requirements may have reasonable validity as the basis for a "system" of cranking out job requirements. At this point two further directions of effort are indicated. In the first place, there is the need for building up the basic data pool of jobs and of related information (such as wage and salary rates, and of test validity data) in order to provide

greater statistical support for the indications we now have regarding the potential utility of the PAQ for these two areas of application. And in the second place, there will be the need for developing some more systematic procedures for the "use" of the PAQ for these and possibly other purposes. And (if my good friend John Boulger, the editor, does not scratch this out) I will take this opportunity to make a pitch to any of you out there who would be interested in mutual collaboration along either of these two lines. We hope such mutual collaboration would be mutually beneficial. If interested, put your name and address on a box top and send it to us. (And while writing, I want to take this personal opportunity to thank at least some of you out there for your previous major assistance in connection with this operation to date.)

P.S. My address until about September 1970 will be:

c/o Ford Foundation  
55 Lodi Estate  
New Delhi 3, India

However, mail addressed to me at Purdue will get into the right hands at Purdue.

June 23, 1969

### Work or Play?

Jack Nicklaus is reported to have said, "I couldn't or wouldn't get up at six o'clock in the morning to play golf, but if you want to go fishing tomorrow morning, I'll be ready at five."

## THE MEANING OF WORK AND THE MOTIVATION TO WORK<sup>1</sup>

### A Report of the 1965 Cattell Award Winning Proposal

Robert M. Guion  
Bowling Green State University

People differ markedly in the extent to which they are motivated to do their work; the differences become quite noticeable early in their careers. Such differences can be attributed to many things, among them, differences in the meaning the work may have, differences in attitudes of supervisors and co-workers, and differences in personal traits. The Bowling Green Career Development Study was designed to test the idea that the motivation to work is dependent on the meaning of work. The research plan called for the examination of this relationship for people differing in personal characteristics and working with groups of differing characteristics. The study was, however, restricted to only one career, that of professional engineer.

The period of focus in this study was the first eight to ten months of career experience after graduation from engineering school. It was felt that in this period -- the introduction to a "for real" work experience -- that sustained work motivation may be developed or prevented.

The personal characteristics considered relevant to the development of work motivation were initial orientation and general activity level. Initial orientation refers to one of three competing impulses one may experience in beginning a new job: the impulse to carry out one's task responsibly, the impulse to socialize and become acquainted with fellow workers, and the impulse to express one's self or to enhance one's own opportunities. All of these impulses are probably active in nearly all people, but most people can be classified as placing a higher priority on one of them than on the others.

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<sup>1</sup> The proposal's title was changed to "The Meaning of Work and Its Relation to the Development of Motivation to Work" and subsequently submitted to the U. S. Department of Labor Manpower Administration which is currently funding the study. The study is familiarly referred to as "The Bowling Green Career Development Study."

Dr. Guion's study and that of Milton D. Hakel and Marvin D. Dunnette, "Interpersonal Perception of the Employment Interview" were co-winners of the 1965 Cattell Award. A report of the Hakel-Dunnette study appeared in TIP, Vol. 5 Spring and Summer issue, 1968.

The other characteristic, general activity level, is more of a scale. It ranges from general laziness or inertia at one end, to more energetic behavior at the other. It may be assumed that a person with a high general activity level is more likely to develop a strong work orientation, at least under favorable circumstances, than would a person who is generally inert. Subjects in this study were classified as high or low in general activity level.

The original research plan (which unfortunately had to be modified) also called for consideration of the work orientation of the group of people with whom the new engineer first came in contact. Work groups were to be classified as either predominantly task oriented (as opposed to social or self oriented) or as not predominantly task oriented.

The meaning of work, the central concept of the study, can be understood in several different ways:

- a. what work, or what an aspect of work, may connote to an individual
- b. the extent to which work is seen as personally relevant to the needs and desires of the individual
- c. the degree to which the individual can predict the events and perceptions of his work situation

In any of these "kinds of meaning", a part of the meaning of work might be brought to the job by the individual, and a part of it might be found in the job itself.

These considerations so far point to four specific questions asked in this study:

1. Does the relationship between the meaning of work and the motivation to work differ for people differing in initial orientation and assigned to work groups with differing attitudes toward their work?
2. Will the relationship between work meaning and work motivation be stronger for those with task orientation or self orientation than for those with a predominantly social orientation?
3. Will different relationships be found between work meaning brought to a job and work motivation, as opposed to work meaning found in a job and work motivation?
4. Will the work meaning-work motivation relationship be different for people differing in general activity level?

#### What We Did

Eight companies cooperated with this study. They first identified engineering seniors hired through their campus recruiting programs. These students were contacted, mostly while still on

their college campus, and given a pre-experience questionnaire and two tests: the Guilford-Zimmerman Temperament Survey, which provided a measure of general activity level, and the Bass Orientation Inventory, which provided classifications of self, task and social orientation. (Some people were not tested on campus; many of these were subsequently tested in orientation periods at their company sites).

A second questionnaire was then sent (in March 1968) to all subjects. This followed a period of work experience varying for different people from about eight to about ten months. The two questionnaires were approximately parallel; where the preliminary questionnaire asked questions about expectations and ideals, the follow-up questionnaire asked corresponding questions about what had actually been experienced.

Subsequently, in May, 1968, fellow workers of these people were asked to provide ratings of the level of work motivation shown by the new engineers. Ratings were obtained on each of seven aspects of work motivation: (a) Professional Identification, (b) Team Attitude, (c) Job Curiosity, (d) Task Concentration, (e) Independence/Self-Starter, (f) Persistence, and (g) Organizational Identification.

#### What We Found

Results can be best described as answers to the four specific questions.

##### Question 1

Does the relation between the meaning of work and the motivation to work differ for (a) people differing in initial orientation, and (b) assigned to work groups differing in their attitudes toward work?

There seems to be a clear difference between the importance of the meaning of work to work motivation for task-oriented people in comparison to those in either of the other initial orientations. The relationship seems quite strong for people with a predominant initial impulse to carry out one's tasks responsibly; there is very little evidence of such a relationship for those whose initial orientations are more self-centered or more toward socialization. Of 96 correlations between various meaning-of-work measures and motivation-to-work measures for people who were initially classified as task oriented, 50 were significant. This compares with 5 significant correlations out of 192 for people who were initially classified as self oriented or socially oriented.

For the person who enters the work situation with a task orientation, the relationship is positive; i.e. the more meaningful

the task-oriented person finds his work to be, the more highly motivated his behavior appears in several areas.

The work attitudes of the fellows with whom one works also seem to influence the relationship between motivation to work and meaning of work. Of 96 correlations for those whose work group can be classified as task-oriented, 15 are significant; 37 of 96 correlations are significant for those whose work group is non-task-oriented. Therefore, the impulses of the people with whom the new hire works seem to lead to differing relationships between work meaning and work motivation in the new hire.

There were serious problems encountered in classifying work groups. For a variety of reasons, data gathered on apparent initial work groups could not be used; work groups were therefore classified from data gathered at the time of the second testing. This obviously makes it impossible to draw inferences about whether or not initial work group attitudes modify the meaning which a new hire gets out of his work. Generalizations about the effect of work group orientation are therefore inadvisable at this time; it is sufficient here to point out that this is an important consideration.

#### Question 2

Will the relationship between the meaning of work brought to a job and motivation be different from the relationship between the meaning found in the job and motivation?

There seems to be a clear difference; the meaning found in the job is apparently more important to the development of motivation than is any meaning that might be brought to the job. Meaning brought to the job includes the conception of what work ought to be (Ideal Job), guesses about what the work is "going to be like", or personal needs to be fulfilled in work. Measures of these kinds of meaning yielded practically no relationship at all to the measures of work motivation. In contrast, very strong relationships were observed between similar measures in the follow-up questionnaire (describing what one found in the job) and the motivation scales. This suggests that the important kind of meaning, at least so far as motivation is concerned, is derived principally from work experience.

That is not to say, however, that motivation is not dependent upon characteristics of the person as he comes to the job. It has already been pointed out that initial orientation is quite important in determining the relationship of work meaning and work motivation. But the meaning of work as such must be found in the work

rather than assigned to the work from prior attitudes.<sup>1</sup>

There is an interesting and possibly valuable sidelight. The closer the relationship between what a person thought his job would be like and what it actually turned out to be, the higher was his rated motivation. This seems to suggest that academics should be aware of the world of work and its idiosyncracies and be able to communicate this awareness to their students. It also suggests that the best recruiting policy is honesty -- that a recruiter should be well informed, honest, and realistic about the job he is trying to sell.

#### Question 3

Will the relationship between motivation and meaning be stronger for those with self or task orientation than for those with social orientation?

Meaning seems to be important for motivation only for task-oriented people. This was brought out fairly clearly in the answer to question 1. Generally, this means that if we want to devise a scheme for increasing the motivation of self or socially oriented people, it would do little good to manipulate work meaning, as it has been measured in these questionnaires.

#### Question 4

Will the relationship between work meaning and work motivation be different for people differing in general activity level?

General activity level seems to be the most important factor. 56 of 96 correlations were significant for those with low general activity while only one correlation was significant for people with high general activity level. This suggests that the motivational patterns of people with low general activity might be susceptible to change by the manipulation of work meaning; the same scheme would probably not work for people with high general activity levels. The initial plan of this research was based on the hypothesis of the opposite relationship. The relationships for these groups (high vs. low activity groups) must be re-examined, and some new notions tested before general conclusions are justified.

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<sup>1</sup> It should be remembered that this is a discussion of Career Development. The meaning one finds in his initial job may very well color his perception of new jobs; therefore, one might still suggest that for subsequent jobs, motivation will depend on the generalized meaning of work brought to the new job. This will still, however, be a matter of job experience rather than generalized conceptions of work derived from school, peers, parental identifications, etc.

This relationship may suggest, for example, that the person with a high general activity level brings a fairly well defined motivational system to the work, whereas the person with a low activity level is more open to specific stimulation in a given situation.

The meaning of work is to be understood in terms of the amount of stimulation it provides, the degree of autonomy it allows, and the extent to which it is predictable. For some groups of engineers, and most notably for those who were initially disposed to concentrate on the assigned tasks rather than on people or on opportunity and who were, moreover, generally low in activity level, meaning of work can be used to predict the level to which one is motivated to do his work. The meaning of work, as measured in this project, does not provide a key to understanding differences in motivation among people whose initial orientation is not directed toward the task or who bring with them a high general activity level.

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Cheerful people, doctors say, resist disease better than the glum ones. In other words, it's the surly bird that catches the germ.

\* \* \*

A report from The Minnesota Psychologist indicates that attempts are being made in that state to revoke a law which makes attempted suicide a crime. A report from "Martin Dunnette" (who really does all that research which Marvin gets credit for) says that those who are successful in their attempt at suicide will not be prosecuted.

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## RESEARCH INFORMATION EXCHANGE<sup>1</sup>

### Questionnaire Data of Middle Managers

"Self-, subordinate-, and superior-reported data are available on approximately 200 middle industrial managers. (About 4,000 responses per manager). The data are of a questionnaire type and are intended to measure in the following broad areas: (1) psychological variables: interest, temperament, verbal and reasoning aptitude, biographical data; (2) environmental perception variables: plant environment perceptions (OSU firms scales and others), job perceptions (time spent, importance, semantic differentials); (3) performance variables: ratings, leadership style, satisfaction dimensions. Some longitudinal data are available, separated one year in time. Variables were chosen to measure on coherent dimensions. The study is described in MacKinney, 1967A and 1967B. The variables are described in MacKinney, 1968.

These data can be made available on computer tape to qualified and interested investigators. If you would like further information, write Dr. A. C. MacKinney, Department of Psychology, Iowa State University, Ames, Iowa, 50010.

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<sup>1</sup>The Education and Training Committee has suggested that TIP publish a Research Information Exchange, which researchers could use "to report briefly on the data we have and solicit those interested in analyses, hypotheses testing, etc., could correspond" directly with the author. Fittingly enough, the first research submitted to the Exchange is by Art MacKinney, Chairman of the Education and Training Committee.

Hopefully this Exchange (RIE) will survive longer than a previous similar attempt which died an early death perhaps because of an unfortunate choice of an acronym:

R. I. P.

Research In Progress

In Volume 2, No. 1, it was stated, "Knowing who is studying motivation, job satisfaction, criterion development and what models and approaches are being used would enable interested persons to correspond directly with others working in the same area ... We would like to hear from you on this suggestion so that we can either thank our adviser for his brilliant suggestion or tell the lazy graduate student to go out and do his own survey of current research at the Regional Conventions and the APA Convention."

## References

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MacKinney, A. Conceptualizations of a Longitudinal Study of Manager Performance. Creativity Research Institute, Richardson Foundation, 1967. (B)

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## NEWS FROM ACADEMIA

Art MacKinney recently forwarded a letter to me from T. M. Yesufu, Dean of the School of Social Studies of the University of Lagos, which requested help in recruiting. Dean Yesufu wrote, "Our Senate has approved a three-year Bachelor of Science degree programme for Psychology for which we shall admit a small nucleus of students next September... Our major problem now is to recruit qualified staff that will develop the syllabuses and ensure an effective implementation of the programme. We have currently three members of staff, one senior lecturer, and two lecturers, one of whom is an American. I am particularly concerned with recruiting at least one lecturer in Industrial Psychology to give courses, not only to the students taking the psychology degree, but also our third year Economics students majoring in Industrial Economics. ...We are aware that our salary structure is far from competitive and is one of the factors militating against us in the recruitment of staff from North America.

Dr. MacKinney, Chairman of Division 14 Education and Training Committee, pointed out that the University has done a very fine job in laying out their program of studies. Anyone interested in this position should write:

Dean T. M. Yesufu  
Faculty of Business and Social Studies  
University of Lagos  
Lagos, Nigeria

## GRADUATE PROGRAM IN INDUSTRIAL PSYCHOLOGY AT WESTERN MICHIGAN UNIVERSITY

Bradley E. Huitema

The Master's degree program at Western Michigan University is designed to prepare the student for sub-doctoral research positions in government and industry and for doctoral programs at other universities. The curriculum is fairly tightly structured and sequenced for the highly motivated student attempting to complete the degree requirements rapidly. Western's efficient two semester (fall and winter) split semester (spring and summer) system makes it possible for the 36 semester hour program to be completed within one calendar year.

Required course work for the Master of Arts in Industrial Psychology:

Psychology 581 - Personnel Selection and Placement	3
*617 - Experimental Psychology of Learning	3
*618 - Experimental Psychology of Perception	3
634 - Advanced Statistics	3
635 - Correlation Methods	3
644 - Personnel Training and Development	3
645 - Psychology of Work	3

Six hours required from the following:

Psychology 517 - Psychology of Learning for Teachers (a course in applied programmed instruction)	3
542 - Human Factors in Engineering	3
680 - Advanced Tests and Measures	2
597 - Topical Seminar	2-4
598 - Special Projects in Psychology	2-4
697 - Advanced Seminar	1-5
Grad 712 - Professional Field Experiences	2-6

Six hours from outside department required (Computer programming, Mgt., and Sociology recommended) 6

Grad 700 Thesis (required for all students) 6  
36

\*one course required

Seminars and Special Projects are utilized in providing specialized training in areas such as consumer behavior, organizational psychology, multivariate analysis, and non-statistical research design problems.

Practicum opportunities are available through local and nearby industry, however, practicum is not a requirement for the Master's degree.

Since our program is rather specialized, we require our students to have strong undergraduate backgrounds in general psychology. Students without undergraduate course work in testing, statistics, personality and experimental are required to take additional work beyond the 36 hour minimum.

We are currently proposing a second sub-doctorate degree for students interested in pursuing service careers in industry, government, or academia. The proposed degree is labeled "Specialist Degree in Personnel-Organizational Psychology". It will be a 60 semester hour interdepartmental (psychology, management, economics, sociology, education and others) program differing from the M. A. in the number and nature of courses required and in overall orientation. We see the specialist as an interpreter of organizational research for management and as an organizational change agent.

The Specialist curriculum we are proposing is based largely on suggestions from Division 14 members currently employed in industrial settings. These individuals have frequently mentioned that they can recruit M. A. level "industrial psychologists" but they cannot recruit "psychologists for industry". There appears to be a real need for a program such as the one we hope to initiate. Since the program is not yet solidified we would be very interested in receiving specific curriculum suggestions from TIP readers involved in the recruitment of psychologists for industry.

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A new note on the "God is dead" theory turned up at the Capitol. Office employe reported receiving a letter addressed "Jesus Christ, United States Senate, Washington, D. C." The letter was stamped "Deceased. Return to Sender."

## PROFESSIONAL NOTES

### NOTES FROM WASHINGTON

Julius E. Uhlaner was recently awarded the Exceptional Civilian Service Award in recognition of outstanding basic research achievements. The April issue of Army Research and Development reports:

Dr. Uhlaner has distinguished himself during a 21-year career in Army research and has been director of the Army Behavioral Science Research Laboratory (formerly the Army Personnel Research office) since 1961.

The citation credits him with helping to "maximize the impact of psychometrics, experiential psychology, manned systems research and operations research as individual disciplines upon Army human factors. He demonstrated how such diverse scientific approaches could be integrated into a unified program of widened scope..."

...One of his notable achievements was the development of an original concept that led to the Armed Forces Qualification Test (AFQT). This is the basic tool for determining the assignment of military personnel according to capabilities and training potential. He also helped to establish the Officer Evaluation Center at Fort McClelland, Ala., and to develop the framework for Manned Systems Research.

Dr. Uhlaner, a Fellow of the Industrial and three other Divisions of APA, previously had been awarded the Meritorious Civilian Service Award, second only to the Exceptional Civilian Award as an honor conferred by the Army on its civilian employes. Dr. Uhlaner is President-Elect of Division 19 (Military Psychology).

\* \* \*

Robert Perloff recently appeared as an invited expert witness in psychology in connection with the public hearings on regulations for foods for special dietary uses that the Food and Drug Administration of the Department of Health, Education, and Welfare is seeking to revise. The testimony consisted of Dr. Perloff's opinions and judgments as a psychologist, along with a very limited amount of suggestive data, in defense, in effect, of the tightening that the FDA wishes to produce in the regulations governing the promotion of vitamins and foods containing dietary supplements. (This note renews my faith in bureaucracy, for I can think of no

more qualified, nor informed consumer than Bob Perloff, a Division 14 Fellow and Diplomate, past president of the Division of Consumer Psychology and "founding Editor" of TIP).

\* \* \*

The Psychological Corporation has distributed a memorandum to industrial psychologists and personnel executives concerning a case expected to have significance in the area of personnel selection and testing, as these are affected by the provisions of the Civil Rights Act of 1964 and by the rules or guidelines promulgated pursuant. In the United States District Court for the Middle District of North Carolina, Judge Eugene A. Gordon concluded:

3. ...The Court is of the opinion, finds and concludes that the defendant's high school education requirement does not violate Title VII of the Act. It has a legitimate business purpose and is equally applicable to both Negro and White employees similarly situated.
4. The tests in use by the defendant at its Dan River Station are professionally developed ability tests within the meaning of Section 703(h) of the Act and are not administered, scored, designed, intended, or used to discriminate because of race or color.

In the memorandum, the Psychological Corporation pointed out, "It seems certain that the points brought out in this decision will have to be taken into account in any future actions brought under the Act or rules associated with it. Whether or not the present ruling will stand cannot, of course, be known at this point. We have been informed that an appeal from Judge Gordon's decision has been filed by counsel for the plaintiffs."

\* \* \*

At the request of the Conference of Chairmen of Departments of Psychology, the APA Council, Board of Directors and the Education and Training Board appointed a Commission on Accreditation. Division 14 President Seashore appointed Art MacKinney, Chairman of our E & T Division, to represent us. At the first meeting, Dr. MacKinney was elected Chairman of the Commission on Accreditation.

The Education and Training Committee seeks reactions from the membership about the appropriate nature and content of master's education in industrial-organizational psychology. One approach would be for each member so inclined to review the paper "The Master's Degree in Industrial Psychology" (American Psychologist, 1968, 23, 342-356) and send comments, reactions, suggestions, etc., to any member of the committee. The membership of this committee is listed on the back page of TIP."

\* \* \*

#### Guidelines for Telephone Listings<sup>1</sup>

The APA Committee on Scientific and Professional Ethics and Conduct has recommended to the APA Board of Directors the adoption of the guidelines for telephone directory listings.

The basic recommendations of these guidelines are:

- a. the psychologist's name should be followed by the abbreviation of the highest degree held. Because of possible ambiguity, the abbreviation "Dr." should not be used.
- b. psychologists' names should be listed alphabetically in the classified section of the telephone directory, and in uniform size and face of type.
- c. multiple specialty listings are unwarranted.
- d. display or box advertisement by individual psychologists, or any group of psychologists, other than professional societies, is not recommended.
- e. professional listings should be limited to those classified directories which cover the area in which a bonafide office is maintained.
- f. group practice listings should be restricted to those instances where there is a legal partnership, and by title of the group only.
- g. additional listings other than psychologists, such as management consultant or vocational counselor, should be used only when in the public interest.
- h. listings be in conformity with existing laws.

<sup>1</sup> At a recent Executive Committee meeting, Ed Henry pointed out that 50% of the unethical charges brought before the APA Professional Affairs Committee have involved Industrial Psychologists, and most of these pertained to advertising practices. Because of this, we are printing the suggestions concerning promotional activities and advertisements of books, and the guidelines for telephone listings.

### Promotional Activities and Advertisements

Principle 19 of the Ethical Standards of Psychologists states that "The Psychologist associated with the development or promotion of psychological devices, books, or other products offered for commercial sale is responsible for ensuring that such devices, books, or products are presented in a professional and factual way..."

Several examples of excessive claims and unprofessional promotion in book advertisements have come to the attention of the Committee on Scientific and Professional Ethics and Conduct during recent years. In response to inquiries from the Committee some members have explained that, except for personal persuasion, they have no control over the advertising and promotion of publishers or their representatives.

Consequently, the Committee, in consultation with the Association's legal counsel, has developed a model clause that it recommends to members and book publishers for inclusion in book contracts. Members of the Association are strongly encouraged to request that this clause be included in all book contracts.

"The Publisher agrees not to issue any advertising material or other promotional materials, directly or through its agents, that would be inconsistent with the Ethical Standards of Psychologists promulgated by the American Psychological Association."

\* \* \*

### HumRRO to Separate from The George Washington University

The Human Resources Research Office (HumRRO), which has been a part of The George Washington University since first established in 1951, will soon separate from the University and establish itself as a private, non-profit corporation. The separation was requested by HumRRO Director Dr. Meredith P. Crawford to give the Office the administrative and fiscal flexibility to pursue an expanded research-and-development program in the fields of training and education.

GWU established HumRRO in 1951 to undertake research and scientific studies and evaluation for the Army. Until 1967, HumRRO worked exclusively for the Army; however, in that year the University-Army contract was modified to allow HumRRO to work for other sponsors--including other agencies of government (federal, state, and local) and non-profit and private organizations.

\* \* \*

### Call For Nominations For Fellow Status in Division 14

#### 1. Objective:

The Executive Committee of Division 14 wants to make sure that all eligible and qualified members of the Division are given an opportunity to become Fellows. We are therefore asking you to submit nominations of those Division 14 members who you believe are deserving of the honor. Individuals must be nominated by another member; self-nomination is not allowed.

#### 2. Qualification-Requirements

To be eligible for nomination for Fellowship status, members must meet the following requirements:

- a. Doctoral degree (this can be waived for outstanding candidates).
- b. Membership in Division 14 for no less than two years.
- c. Actively engaged at time of nomination in the advancement of Psychology.
- d. Five years of acceptable professional experience (this can also be waived, but only if "a" above is not waived).
- e. Evidence of unusual and outstanding contributions or performance in the field of psychology which is recognized and accepted by other members of the Division as having advanced their own thinking and practices.
- f. The nominee must be sponsored by three Fellows of the APA, at least two of whom must be Fellows of this Division. The nominator may be one of the sponsors if he is a member of the Division.

#### Nomination Procedures

- a. The nominator must secure the approval of at least two other sponsors prior to nominating a member of the Division for Fellowship status.
- b. Send the names of nominees you wish to sponsor and who meet the above qualifications to the address shown below.
- c. The Nominator is responsible for submitting documentation is important and should reflect evidence of performance, rather than simply the sponsor's opinions

of the nominees capabilities, because the nominee and the sponsors may not be well known to the APA Membership Committee which must take action on the basis of the information presented after the nomination has cleared the Division 14 Executive Committee. The assistance of the nominee himself may be enlisted in securing documentation. Upon receiving a list of nominees from you, the necessary blanks will be sent to all sponsors for completion and return to the Fellowship Committee.

d. Send the name and current address of nominees to:

E. E. DUDEK, Chairman  
Division 14 Fellowship Committee  
Naval Personnel Research Activity  
San Diego, California 92152

## EDITOR'S NOTE

To those of you who believed that it was not only the Research in Progress section, but TIP itself as well, that had a R.I.P. over it, let me reassure you that this is not true; and let this issue of TIP testify that not only is it alive but also that the Editor has not taken a sabbatical.

This year only one issue has been published, partly because of status of the treasury. The coming year we plan to go back to three publications per year. Reading TIP, other newsletters, letters from Division 14 members, and attending Divisional Business meetings have given me many ideas for future issues. Bob Perloff alone has given me enough suggestions to guarantee interesting issues for quite some time.

I'll be in Washington at the convention, so jot down your ideas for future issues on the handy yellow program which can easily be removed from TIP and let me know of them in D. C. or write me here at CSU.

To the many who wrote Herb Meyer asking about TIP: Thanks, it's so nice to be missed.

John R. Boulger

## DIVISION 14 OFFICERS AND COMMITTEES - 1968 - 1969

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